



Los Angeles County
Department of Regional Planning
Planning for the Challenges Ahead



Richard J. Bruckner
Director

July 14, 2015

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

APPROVAL OF AMENDMENT NO. 1 TO CONTRACT NO. 78113 WITH THE ARROYO GROUP FOR THE WILLOWBROOK TRANSIT ORIENTED DISTRICT SPECIFIC PLAN (SECOND DISTRICT) (3 VOTES)

SUBJECT

Authorize the Director of Planning to amend the Contract between the County of Los Angeles and the Arroyo Group for the Willowbrook Transit Oriented District (TOD) Specific Plan (Specific Plan).

IT IS RECOMMENDED THAT THE BOARD:

Authorize the Director of Planning to execute the attached Amendment to Contract No. 78113 with the Arroyo Group for a total increase of \$129,620 from Contract Sum of \$477,310 with 15 percent contingency (\$71,597) to Contract Sum of \$606,930 with 6 percent contingency.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The Los Angeles County General Plan Update identifies the County's TODs as priority policy areas. To facilitate the creation of vibrant and healthy communities, the County will develop specific plans for all of the County's TODs. The Specific Plan will be the first, and therefore, serve as the model for future TOD specific plans. Building off of the goals and policies outlined in the General Plan Update, the Specific Plan aims to encourage transit-oriented development, promote active transportation, reduce vehicle miles traveled, and streamline the environmental review process for future development projects.

The Board approved the Contract in January 2014. The Department of Regional Planning (DRP) initiated the preparation of the Specific Plan and its Environmental Impact Report (EIR) immediately after Board approval.

The original scope of the Specific Plan EIR contemplated a traffic impact study focusing on level of service (LOS) analysis in compliance with the California Environmental Quality Act (CEQA) and its Guidelines. However, around the same time of the contract approval, SB 743 was signed into law and started a process that would fundamentally change transportation impact analysis as part of CEQA compliance. Instead of LOS analysis, future projects would be required to focus on vehicle miles traveled (VMT) although no specific guidelines were available at that time.

On May 1, 2015, the Governor's Office of Planning and Research concluded its first round of public outreach efforts of a draft revision to the CEQA Guidelines which provided some general parameters of VMT analysis. To anticipate and comply with the pending revision, the current traffic study needs to analyze VMT and be significantly expanded to consider the Martin Luther King, Jr. Medical Campus and Charles Drew University. In addition, the California Department of Transportation (Caltrans) also requires that the current traffic study be revised to study impacts on freeway mainline facilities.

This amendment will allow DRP to complete the required Traffic Study for the Specific Plan.

Implementation of Strategic Plan Goals

This action is consistent with the Countywide Strategic Plan Goal No. 1 (Operational Effectiveness) – to maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services. The recommended action will allow DRP to comply with CEQA and to prepare the Specific Plan guiding future development within the Willowbrook TOD area in an effective and orderly manner.

FISCAL IMPACT/FINANCING

The original authorized amount is \$548,970, including Contract Sum of \$477,310 and 15 percent contingency (\$71,597). The total authorized amount under the proposed Amendment is \$642,238, including Contract Sum of \$606,930 and 6 percent contingency (\$35,308). The total increase of this Contract as a result of the Amendment is \$93,331, which consists of an increase of \$129,620 in Contract Sum and a decrease of \$36,289 in contingency. Approximately eighty percent of the project cost was funded through a grant. Funding is included in DRP's operating budget for Fiscal Year 2015-2016.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The initial Contract provided a three-year term beginning January 22, 2014 ending January 22, 2017 with six month-to-month renewal options. Amendment No. 1 will become effective upon the date of execution by all parties.

The Amendment is consistent with all applicable Board mandated provisions, including those pertaining to hiring qualified County employees targeted for layoffs, contractor responsibility and debarment, Child Support Program, GAIN/GROW participants, Safety Surrender Baby Law, and the provisions of Paid Jury Service time for the Contractor's employees.

County Counsel has approved the proposed amendment as to form.

ENVIRONMENTAL DOCUMENTATION

The services provided through this contract amendment will not have an effect on the environment and therefore, this contract is exempt from CEQA, pursuant to Section 15378 (b) (4) of the CEQA Guidelines.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The amendment of this contract will not result in the displacement of any County employees. The Board's approval of the Amendment ensures DRP's ability to complete the Specific Plan in compliance with CEQA.

CONCLUSION

Upon approval of this Amendment, DRP will be able to move forward with the Willowbrook TOD Specific Plan to encourage transit-oriented development, promoting active transportation, reducing vehicle miles traveled, and streamlining the environmental review process for future development projects in the TOD area.

If you have any questions, please contact Ms. Hsiao-Ching Chen at (213) 974-6559 or hchen@planning.lacounty.gov.

Respectfully submitted,



RICHARD J. BRUCKNER

Director

RJB:AO:HC:ra

Enclosures

c: Executive Office, Board of Supervisors
Chief Executive Office (Anthony Baker)
County Counsel

WILLOWBROOK TRANSIT ORIENTED DISTRICT SPECIFIC PLAN

CONTRACT NO. 78113

AMENDMENT NO. 1

THIS AMENDMENT is made and entered into this _____ day of _____, 2015,

by and between

COUNTY OF LOS ANGELES
(hereafter "County").

and

THE ARROYO GROUP
(hereafter "Contractor")

WHEREAS, reference is made to that certain document entitled, "WILLOWBROOK TRANSIT ORIENTED DISTRICT SPECIFIC PLAN," dated January 22, 2014 and further identified as County Contract No. 78113 (hereafter referred to as "Contract"); and

WHEREAS, the Contract Sum is not to exceed \$477,310 plus 15 percent contingency (\$71,597) for unforeseen additional work within the scope of the Contract; and

WHEREAS, the Contract provides that changes may be made in the form of a written amendment which is formally approved and executed by the parties; and

WHEREAS, the COUNTY and the CONTRACTOR mutually agree that it is to both of their benefit to modify tasks relating to traffic study and to increase the contract amount from \$477,310 with 15 percent contingency to \$606,930 with a 6% contingency.

NOW, THEREFORE, the parties agree as follows:

1. This Amendment shall become effective upon date of execution by all parties.
2. Section 5.0 Contract Sum, paragraph 5.1 shall be deleted in its entirety and replaced as follows:

5.1 The "Maximum Contract Sum" under this Contract shall be the total monetary amount that would be payable by the County to the Contractor for providing required work under this Contract for the term. The Maximum Contract Sum is \$606,930 plus 6 percent contingency (approximately \$35,308) for unforeseen additional work. Total charges shall not exceed the amounts set forth in the Proposal, as shown in Pricing Schedule.

3. Exhibit A.3, Approach, shall be replaced in its entirety by Exhibit A.3-1 attached hereto and incorporated herein by reference. All references to Exhibit A.3 shall hereafter be replaced by Exhibit A.3-1.
4. Exhibit B, Pricing Schedule, shall be replaced in its entirety by Exhibit B-1, Project and Pricing Schedule, attached hereto and incorporated herein by reference. All references to Exhibit B shall hereafter be replaced by Exhibit B-1.
5. Except for the changes set forth herein above, Contract shall not be changed in any respect by the Amendment.

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment to be subscribed by its Director of Planning, and Contractor has caused this Amendment to be subscribed in its behalf by its duly authorized officer, the day, month and year first above written.

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COUNTY OF LOS ANGELES

By

Richard J. Bruckner
Director of Planning

THE ARROYO GROUP
Contractor



Signature


By Larry B. Morrison

Printed Name

Title Principal

APPROVED AS TO FORM:

MARY WICKHAM
Interim County Counsel

By 

Jill M. Jones
Deputy County Counsel

The Arroyo Group Team's Work Plan and Methodology

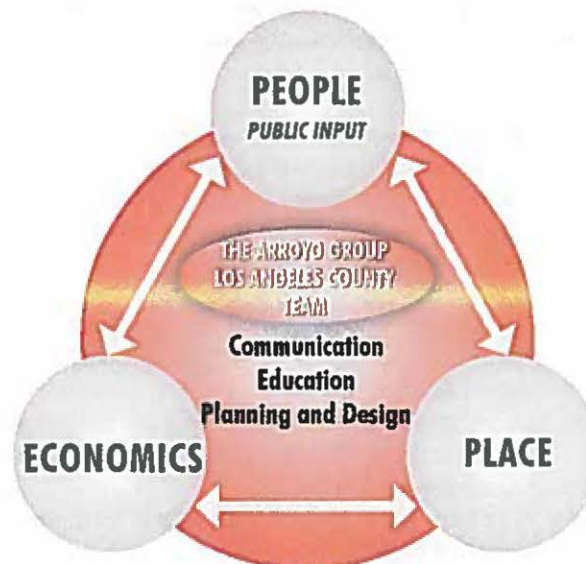
To deal with the complex issues of transit oriented development in a way that will result in an implementable plan, The Arroyo Group will use a planning and design approach and methodology that has been developed and refined through three decades of planning practice. The Arroyo Group has created a record of award-winning, implemented, and constructed plans through utilization of an approach that always balances three key elements: **people (public input)**, **economic realities**, and **place** – the unique physical, natural and contextual setting.

The first element of our approach is **public input**. In this project, we will utilize the results of the County's outreach efforts with the general public, development community, residents and businesses. Through stakeholder analysis and our planning and design experience, we will transform the community's ideas, issues, and vision into implementable strategies for the future. The community's input is an extremely important part of the process, providing values that become an essential foundation for the project, which, in turn, results in projects that receive broad support from the community, developers, and decision-makers.

The second element is **economics**. The Arroyo Group team creates Specific Plans that are realistic in terms of market demand and private sector development feasibility, and provide strategies for implementation actions. Stanley R. Hoffman Associates will provide a sound Economic Development Strategy and Capital Improvement Plan to implement the recommendations of the Specific Plan. Our Specific Plan will address fiscal impact in terms of potential revenues versus cost of infrastructure needed to facilitate private investment or remedy existing project deficiencies. We recognize the importance of identifying incentive tools, opportunities for joint development, and potential funding sources, both public and private, which are available to ensure the success of the plan.

The third element of our approach is to consider the **place**, the unique natural and built context of the Willowbrook community. The Arroyo Group has extensive experience preparing transit-oriented development specific plans, land use and development regulations, and in creating urban design plans that produce pedestrian-friendly public spaces and linkages at and around transit stops. We tailor our recommendations and designs to be compatible with the unique setting of each site, and to be flexible in how they are implemented. Our approach recognizes both the private and public realm as an integrated place by addressing location of land uses and transit stops, and their relationship

to open spaces, parking areas, and public rights-of-way. Our plans emphasize mixed use, pedestrian-friendly, sustainable development patterns. Around the Willowbrook Station, the redevelopment of under-utilized sites to mixed use development that supports transit will allow the County to garner the potentials of increased use of transit, transit-oriented development, new housing options near jobs, as well as environmental benefits.



The Arroyo Group's Approach and Methodology

The Arroyo Group Team's Work Plan is based on the County's Request for Proposals and Work Plan, initial field research, and our project approach, as described previously. Following is a detailed description of the tasks proposed for the project.

TASK 1. PROJECT INITIATION AND COORDINATION

County Objective:

Organize a Task Force, conduct a kick-off meeting, finalize project schedule, and schedule and facilitate quarterly Task Force meetings.

Task 1.1: Organize Task Force and Attend Kick-off Meeting

The Arroyo Group will form a Task Force comprised of Los Angeles County Department of Regional Planning (DRP) staff, other County staff and Metro staff. DRP staff will identify representatives from County agencies, including but not limited to the Department of Public Health, the Department of Parks and Recreation, the Department of Public Works, the Los Angeles County Community Development Commission,

EXHIBIT A.3-1 APPROACH

the Arts Commission, as well as the Los Angeles County Metropolitan Transit Authority to be included in the Task Force.

The Arroyo Group will schedule and facilitate a kick-off meeting with the Task Force. Key personnel from all team members will attend this meeting. The goals of this kick-off meeting include refining the work program and schedule to best meet the County's needs, and to discuss available project information, recent studies and plans, and other background documents.

Prior to the kick-off meeting, The Arroyo Group will receive and review applicable background documents, plans, and reports related to the study area provided by DRP staff to the planning team. These include, but are not limited to:

- Los Angeles County General Plan;
- Current and ongoing update of the Zoning Code;
- Martin Luther King Medical Center Campus Master Plan & the Willowbrook MLK Wellness Community Vision (June 2012);
- Martin Luther King, Jr. Medical Center and Surrounding Project Area ULI Technical Assistance Panel (June 2009);
- Rosa Parks Metro Station Master Plan & Transit Oriented District (2010);
- SCAG planning efforts and data;
- Available market studies and socioeconomic data;
- Topographic and survey data;
- Available parking counts;
- Employment generation estimates; and
- Other relevant documents.

The Arroyo Group team will prepare a table summarizing recent or current studies, plans, or planning-related efforts, and specific opportunities for coordination with the Task Force, which will be discussed at the kick-off meeting.

At the meeting, the roles and responsibilities of each agency within the Task Force, including type and frequency of required coordination will be discussed and the appropriate contacts for each agency represented in the Task Force will also be confirmed. A DRP Project Manager will also be identified. In addition, the schedule for the quarterly Task Force briefings will be established.

Deliverables

- Kick-off meeting agenda and meeting minutes
- Table summarizing recent or current studies, plans, or planning-related efforts, and specific opportunities for coordination with the Task Force.

Meetings

- One (1) meeting with Task Force

Task 1.2: Finalize Preliminary Work Plan and Project Schedule

Based on the input received at the kick-off meeting, The Arroyo Group will revise and finalize the preliminary work plan and project schedule, as needed.

Deliverables

- Final Work Plan and Project Schedule

Task 1.3: Schedule and Conduct Quarterly Task Force meetings

The Arroyo Group will schedule and conduct quarterly briefings with the Task Force. At these meetings, The Arroyo Group will update the Task Force on the project and solicit feedback. Ten (10) meetings are planned for in this process. Key team members will attend the Task Force meetings as necessary and per the hours provided in the Cost Proposal. For each meeting, The Arroyo Group will prepare meeting agendas and following the meeting, meeting minutes that identify next steps, responsible parties, and deadlines.

The Task Force meetings will be a forum to disseminate information and receive feedback from the various County agencies and departments.

Deliverables

- Ten (10) quarterly Task Force meeting agendas
- Ten (10) sets of meeting minutes

TASK 2. PROJECT MANAGEMENT

County Objective:

Ongoing project management that ensures timely completion of project.

Task 2.1: Provide Ongoing Project Management

The Arroyo Group's management approach provides for an efficient and effective process. Our Project Manager, Simran Malhotra, will serve as the single point coordinator for the project, both with DRP staff and with The Arroyo Group team. The Arroyo Group will manage, supervise, and coordinate with the consultant team throughout the project, including monitoring of the project budget and quality control. The Arroyo Group's Principal-in-Charge, Larry Morrison, will provide general oversight, input and quality control throughout the project. The Arroyo Group will provide monthly progress reports that accompany our team's monthly invoices.

Additional coordination time with the team and the County regarding the Specific Plan and accompanying EIR has been added.

Deliverables

- Monthly progress reports and invoices

TASK 3. RESEARCH AND ANALYSES

County Objective:

Complete the existing conditions study, parking study, and infrastructure study, which will inform the Willowbrook TOD Specific Plan.

Task 3.1: Prepare Existing Conditions Study

The Arroyo Group will coordinate with DRP staff to obtain necessary GIS and other data for the Specific Plan area and environs. Our scope and budget assume that the County has available up-to-date electronic aerial photographs and topographic surveys of the Specific Plan area at appropriate intervals and scale, and at a resolution required for both area-wide and sub-area planning. It is also assumed that base maps with street rights-of-way, parcel lines, current zoning and land use designations, and other pertinent information will be available in GIS. The Arroyo Group will prepare base maps including GIS shapefiles for the Specific Plan Area to use throughout the project.

As described in Task 1.1, in addition to base map information, The Arroyo Group team will review applicable background documents, plans, and reports related to the study area provided by DRP staff to the planning team. Various team members will also coordinate with the state, county, and local agencies as needed. The team will also conduct site visits as necessary to gain a full understanding of existing conditions.

The Arroyo Group will conduct a site analysis of the Specific Plan area to evaluate existing conditions. In particular, The Metro Green Line and Blue Line Stations, the Kenneth Hahn Plaza, the Willowbrook Library, the Martin Luther King, Jr. Medical Center, the Charles R. Drew University of Medicine and Science, and the Martin Luther King, Jr. Center for Public Health as well as the surrounding residential neighborhoods will be evaluated. The field visit will document current land uses, Characteristics such as building height, lot configuration and utilization, visual identification of building condition, other development constraints and etc. will be identified.

As a part of the Existing Conditions Analysis, Stanley R. Hoffman Associates (SRHA) will review the information from SCAG employment and demographic forecasts for the study area and existing master plan documents and market studies for the study area and synthesize it into a socioeconomic profile over the Specific Plan planning horizon. This will include an analysis of the types of employment that are expected to grow in the study area, such as: hospital workers, medical office and support personnel, education and research and development employment, and retail, local services and commercial office. Industrial/manufacturing employment is not viewed as a major development opportunity in the study area based on the zoning maps.

The demand potential of commercial uses, along with single and multiple family housing will be presented. Conclusions will be drawn from existing market studies and will be updated through selected interviews with knowledgeable brokers, developers, expert practitioners and local business owners.

SRHA will work closely with County staff to identify the range of existing financing resources – such as, gas taxes, community development block grant resources, Measure A transportation monies, and other General Fund and development impact fee revenues; and identify financing opportunities on the horizon – such as, potential Metro, Economic Development Administration and State monies for TOD projects, potential grants and loans, and post-RDA revenue sources being discussed in the State legislature.

Additionally, the examination of specific sites within the community area and their suitability for TOD-compatible revitalization will be analyzed. This will provide the base information for identifying key opportunity sites during the Specific Planning process that will influence the economic development strategy framework.

Based on the analyses as described above and review of various studies listed above, The Arroyo Group will prepare a comprehensive screencheck Existing Conditions Study for DRP staff review. After incorporation of DRP staff comments, The Arroyo Group will prepare a draft Existing Conditions Study. Any further comments will be incorporated into the Final Existing Conditions Study.

Deliverables

- One (1) electronic editable copy of Screencheck, Draft and Final Existing Conditions Study
- One (1) electronic editable copy of Screencheck, Draft and Final GIS base maps

Task 3.2: Prepare Parking Study

The Mobility Group (TMG) will prepare a parking study that analyzes existing and future parking supply for both vehicles and bicycles. Under the assumption that the Martin Luther King Jr. Medical Center Campus, the Charles Drew University facilities, and the various school facilities have self-contained parking programs planned and operated outside of the Willowbrook TOD Study and Specific Plan, this parking study applies to the areas outside these facilities. TMG will utilize the information and data provided by DRP staff to the extent possible. More specifically, TMG will:

- Prepare an inventory of the existing parking supply by location and type for vehicles and bicycles.
- Conduct a utilization survey to document the current use/demand of parking. TMG proposes to conduct the survey on one weekday and on a Saturday.
- Determine the existing parking surpluses or deficiencies.

After The Arroyo Group team has prepared land use recommendations for the Specific Plan area, The Mobility Group will:

- Identify future parking needs. This will be based on land use growth projections (in numbers of dwelling units and nonresidential land uses by type and square footage), that will be supplied to TMG by the team.
- Identify the planned and needed future parking supply. This will be based on parking code requirements, demand analyses, and shared parking potential.
- Explore and identify feasible parking strategies including park-once and parking maximums.

A Screencheck Parking Study, Draft Parking Study and Final Parking Study along with the necessary maps will be prepared as a part of this task.

Deliverables:

- One (1) electronic editable copy of Screencheck, Draft, and Final parking study and maps in digital format, including GIS shapefiles

Task 3.3: Prepare Infrastructure Study

JMC² will gather existing base infrastructure information. JMC² will contact the Willowbrook area's various agencies (Engineering, Water Purveyors, Gas Company, etc.) in an effort to compile as-built data. JMC² will visit the Specific Plan area taking notes and photos to understand main storm water and utility patterns. JMC² will document existing conditions for the following utilities:

- Sewer
- Transportation

- Waste management
- Stormwater
- Public water
- Open space and recreational spaces

JMC² will utilize the information and data provided by DRP staff to the extent possible.

Based on the land use recommendations for the Specific Plan area prepared by The Arroyo Group team, JMC² will prepare an infrastructure study that will outline necessary infrastructure improvements and include a plan (see Task 5.2) for financing these improvements. All aspects of the site's proposed roadway and utility infrastructure including layout and sizing and what the Specific Plan's direction will mean to that infrastructure will be discussed with the team. JMC² will make recommendations as to how to best protect, upgrade, or abandon the existing infrastructure facilities that feed the Specific Plan area. Work will include written assessments, diagrams, and additional cost estimates, which will also be incorporated into the Specific Plan document in Task 5.2. JMC² will also prepare a civil engineering estimate of probable construction cost for the proposed roadways and project infrastructure.

A Screencheck Infrastructure Study, Draft Infrastructure Study and Final Infrastructure Study along with the necessary maps will be prepared as a part of this task.

Deliverables:

- One (1) electronic editable copy of Screencheck, Draft, and Final infrastructure study and corresponding maps in digital format, including GIS shapefiles.

TASK 4. STAKEHOLDER OUTREACH (DRP RESPONSIBILITY)

Objective

Develop a vision for the Willowbrook TOD through an inclusive, community-driven planning process that informs the General Plan Land Use Policy Map Amendments and the Willowbrook TOD Specific Plan.

Task 4.1: Attend DRP-led Outreach Efforts

Per the RFP, DRP staff will conduct the stakeholder outreach, which will include the following: one (1) public meeting; three (3) public workshops; a focus group meeting with the development community; and a survey of residents and businesses. Also, DRP staff will keep The Arroyo Group apprised of these efforts and provide the consultant team with meeting notes/summaries of each of these meetings.

In order to gain a deeper understanding of the communities issues, goals and vision for the area, Staff from The Arroyo Group will attend all the aforementioned outreach events. In addition, Stan Hoffman and Brian Gross from SRHA will participate in the focus groups with the development community to address the feasibility of various individual and mixed use land use configurations, and the development community's interest in development opportunities, with or without potential subsidies.

The Arroyo Group team will utilize the results of these outreach efforts to inform the development of General Plan Land Use Policy Map Amendments and the Willowbrook TOD Specific Plan.

Meetings

- Five (5) Stakeholder outreach meetings

TASK 5. PREPARATION OF PLANNING DOCUMENTS

Objective:

Use the existing conditions study, parking study, infrastructure study, and DRP-led stakeholder outreach to prepare the General Plan Land Use Policy Map Amendments and the Willowbrook TOD Specific Plan.

Task 5.1: Identify General Plan Amendments and Develop Draft Land Use Policy Map

Using the existing conditions study, existing parking study, existing infrastructure study, and DRP-led stakeholder outreach, The Arroyo Group team will identify amendments to the General Plan and develop the Draft Land Use Policy Map for the Specific Plan area. The community visioning process previously undertaken and documented in the Martin Luther King Medical Center Campus Master Plan & the Willowbrook MLK Wellness Community Vision (June 2012); Martin Luther King, Jr. Medical Center and Surrounding Project Area ULI Technical Assistance Panel (June 2009); and Rosa Parks Metro Station Master Plan & Transit Oriented District (2010) will strongly influence, and be incorporated in, our team's recommendations.

The amendments to the General Plan and the Draft Land Use Policy Map will encourage smart and sustainable development as well as "green" planning concepts. These recommendations will consider both market forces and planning regulations with regard to the location, scope, and type of development best suited for properties throughout the study area and develop recommendations for the following:

- land use mix and location (development nodes, mixed use, transit oriented development, diversity of

housing types and price ranges), density (high density, affordable housing and mixed use concepts),

- open space (pocket parks, plazas, greenways, and "green" connections to the MLK Medical Campus, transit stations as well as other facilities in the area),
- community facilities (parks, schools, libraries and connections to these facilities),
- streets (traffic calming, transit and alternative modes of transportation), and
- pedestrian and bicycle routes.

SRHA will assist in developing the land use configurations that have economic development potential, and their compatibility with transit oriented development. Also addressed will be allowable Specific Plan development patterns that can be implemented with or without outside public or private subsidies.

DRP will provide assistance in the development of the Draft General Plan Land Use Policy Map Amendments.

Deliverables:

- One (1) electronic editable copy of Screencheck and Draft General Plan Land Use Policy Map Amendments in digital format, including GIS shapefiles.

Task 5.2: Prepare Draft Willowbrook TOD Specific Plan (Screencheck and Draft)

At this stage, The Arroyo Group team has compiled adequate background information (existing conditions study, parking study, infrastructure study, DRP-led stakeholder outreach, and Draft General Plan Land Use Policy Map Amendments and a Draft Land Use Plan) as well as direction from stakeholders, the general public, and DRP/County staff. With this information, the team will prepare a Screencheck Draft Willowbrook TOD Specific Plan for DRP staff review. This Specific Plan will meet the specific plan requirements outlined in the California Government Code Section 65450 et seq.

The Specific Plan will be an organized, user-friendly document that is highly illustrated and supported with photographs, diagrams, three-dimensional drawings, illustrative site plans, maps, cross sections and tables, and easily understood by the general public, development community and City staff. The contents of the Specific Plan, generally outlined below, may be modified based on insights obtained in tasks 1 through 4.

Introduction. The Introduction chapter will contain the purpose and intent of the Specific Plan, background, plan area, and the relationship of the Specific Plan to the

County's Zoning Code, County General Plan, and other applicable documents.

Context. The Context chapter will address current setting of the Specific Plan area and its environs, existing General Plan and Zoning designations, environmental context, and any other pertinent existing conditions.

Vision, Objectives and Policies. This chapter will describe the community participation process, vision for the Specific Plan area, and contain the objectives and policies for the Specific Plan. The objectives and policies will provide direction to decision-makers and set the stage for recommendations in the Specific Plan that guide the future development of transit oriented development, commercial, residential, civic and mixed uses in the Specific Plan area.

Urban Design Framework. The Urban Design Framework is a key chapter of the Specific Plan in that it will be based upon the vision and will establish a clear identity for the Specific Plan area. The urban design framework will recognize both the private and public realm as an integrated place by addressing location of land uses and their relationship to open spaces, plazas, community gardens, and public rights-of-way as well as the strong relationship between the natural and built environment.

Pedestrian and 'green' connections with MLK Medical Center, Drew University, as well as the Green Line and Blue Line transit stations will be strengthened. In addition, the Urban Design Framework will address the goal for achieving a new urban form that is more compact, promotes wellness, and has "complete neighborhoods" where a diversity of essential mix of land uses (mixed use retail, residential, recreational etc.) are within close walking distance of homes and work.

Specific Plan Zoning and Development Standards. The Specific Plan Zoning section will guide future development in the Specific Plan area. The land uses in the area will promote mixed use projects at high activity centers within the TOD area. This chapter will set forth the standards for development, including density, height, lot size, setbacks, vehicular and pedestrian access, open space, parking, landscaping for private development, affordable housing requirements, etc that will make the envisioned urban form a reality. The development standards along with the design guidelines noted below will also consider adjacency issues with the residential neighborhoods and transit lines within the planning area.

"Green" planning techniques at the neighborhood level will be encouraged throughout the document. The development standards will include incentives that will encourage green spaces, increase in tree canopy, integration of common open spaces with the larger neighborhood network, and other goals for achieving the plan's vision.

Design Guidelines. The Design Guidelines chapter will describe and illustrate the desired character for infill and new development. The guidelines will address the applicable planning and design issues of site planning and architecture, and compatibility with residential neighborhoods, etc.

Site planning issues include:

Site layout and orientation; street edge conditions and buffering techniques; relationship with adjacent uses; site access; pedestrian circulation and connections; plazas and courtyards; environmental considerations including views, solar orientation, topography, grading and vegetation; outdoor storage and service areas; refuse collection facilities; utility and mechanical equipment; site amenities; exterior lighting; and landscaping.

Architectural issues include:

High quality "green" architecture, architectural style; scale, mass and form; building façade and elevation design; building elements; historic architectural styles; building modulation, articulation and detailing; outdoor dining; materials and finishes; color and texture; and corporate identity among others.

Examples of development showing both appropriate and inappropriate responses to the guidelines noted above will also be included. This will assist property owners, developers and city officials in understanding the intent of these guidelines.

Landscape issues include:

Landscape setbacks; screening, parking lots; patios; drought-resistant native plants; drip irrigation methods; and recycling and replenishment of water. Guidelines will note plant material palettes and minimum requirements.

Transportation (Mobility). TMG will prepare the Mobility Strategy (transportation section) of the Specific Plan. This will address multi-modal mobility and complete street concepts, in the following transportation categories:

- Transit Access/Circulation
- Bicycle Circulation
- Pedestrian Circulation

- Vehicular Circulation
- Parking

Analysis and recommendations developed in earlier tasks will be incorporated as appropriate in this chapter. This work will include identification of transportation infrastructure needs, and inputs to Capital Improvement Plan.

Streetscapes and Public Improvements. This section will contain design guidelines for public rights-of-way to include low impact development, pedestrian, irrigation, lighting, and street furniture.

Infrastructure Improvements. This chapter will include all aspects of the site's proposed roadway and utility infrastructure and what the Specific Plan's direction will mean to that infrastructure. Analysis and recommendations developed in Task 3.3 will be incorporated as appropriate in this chapter.

This chapter will also address NPDES regulations as well as the Water Conservation Act of 2009, by including requirements for drought-resistant native plants, drip irrigation methods and recycling and replenishment of water.

Economic Development Strategy and Capital Improvement Plan. One of the most important elements of the Specific Plan is identifying the economic development strategies that will facilitate the desired community vision articulated in the Specific Plan. In this task, SRHA will also identify public financing and economic incentive methods for implementing the capital improvement strategy in the Specific Plan. This becomes all the more critical given the sharp decline in public funding potential and the importance of capturing future growth as the economy recovers.

This task will evaluate the range of public and private financing techniques that could be used as part of the implementation strategy for the CIP. Traditional value capture techniques will be reviewed with the community, and applied to the Specific Plan. Relevant value capture techniques include: land use incentive strategies, exactions, assessments, financing initiatives, and innovative public-private partnerships.

SRHA will use a land use financial feasibility analysis to evaluate the most promising value capture techniques. Land use financial feasibility analysis, using the "developer's pro forma" approach, provides a framework for understanding the economic impact of land use regulations integral to the Specific Plan. The feasibility analysis integrates prevailing regulations, incentives, and assessments into a financial analysis used by real estate devel-

opers to assess the probability of sustainable real estate investment in the Willowbrook TOD planning area. The land use feasibility analysis will support both the Capital Improvement Plan and Economic Development Strategy by providing estimates of land values and improvement values that fully reflect the development potential and fiscal revenue potential of the Specific Plan area.

A series of five prototypical pro formas will be prepared to show the market support for potential land use types that may be proposed for the study area, including higher density residential, medical offices, educational facilities and mixed use residential and retail that may be located along major corridors or near the light-rail transit centers. The pro forma analysis will examine the financial feasibility with and without estimated incentives and assessments.

The Capital Improvement Plan ("the CIP") will compile the required public infrastructure and related costs developed by the team's design and engineering professionals to implement the Specific Plan. The CIP will identify which projects are essential to attract private investment within the Specific Plan area, and which projects can be opportunistically completed based on rising economic conditions. Based on the existing financial ability of the public and private sector revenue sources, the CIP will integrate existing county CIP goals with area-specific infrastructure needs. In discussion with County staff, the team will prepare a five-year funding plan in addition to prioritizing CIP goals and objectives over the anticipated build out of the Specific Plan area.

The CIP will be an implementation component of the Economic Development Strategy plan that will address key issues and opportunities, available land supply and infrastructure, and financing tools available for implementation.

DRP will provide assistance in the development of the draft maps for the Willowbrook TOD Specific Plan. DRP will provide one set of comments to The Arroyo Group for the Screencheck Specific Plan and one set of comments for the Draft Specific Plan.

Deliverables:

- One (1) editable electronic copy of Screencheck and Draft Willowbrook TOD Specific Plan in digital format, including GIS shapefiles.

Task 5.3: Attend DRP-led Public Meeting to Present Draft Specific Plan

After the completion of the Draft General Plan Land Use

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Policy Map Amendments and Draft Willowbrook TOD Specific Plan, DRP staff will announce the release of these documents to the public and provide them with the opportunity to comment. Per the RFP, DRP will hold another public meeting to present the Draft General Plan Land Use Policy Map Amendments and the Draft Willowbrook TOD Specific Plan, and solicit feedback. This feedback will be provided to The Arroyo Group team in the form of meeting notes/summary. In addition, staff from The Arroyo Group will attend this meeting.

Meetings

- One (1) Public meeting

Task 5.4: Prepare Final Willowbrook TOD Specific Plan and General Plan Amendments

Based on comments and feedback from public review of the Draft General Plan Land Use Policy Map Amendments and the Draft Willowbrook TOD Specific Plan, The Arroyo Group team will prepare the Final General Plan Land Use Policy Map Amendments and the Final Willowbrook TOD Specific Plan. It is assumed that DRP staff will provide one set of compiled written comments to The Arroyo Group team.

Per the RFP, DRP will provide assistance in the development of the Final General Plan Land Use Policy Map Amendments and the maps for the Final Willowbrook TOD Specific Plan.

Deliverables:

- One (1) editable electronic copy of Final General Plan Land Use Policy Map Amendments and Final Willowbrook TOD Specific Plan.

TASK 6. PREPARATION OF CEQA DOCUMENT

County Objective:

Develop a CEQA document (EIR anticipated) that substantially reduces the environmental review needed for subsequent projects, in particular, future infill development and infrastructure projects in the TOD. The CEQA document shall also meet all of the requirements set forth in CEQA (Public Resources Code, Section 21000 et seq.) and the State CEQA Guidelines (California Code of Regulations, Section 15000 et seq.).

CEQA Methodology:

Based on review of the Request for Proposals (RFP) and our team's recent experience preparing Program EIRs for Specific Plans, the County of Los Angeles Department of Regional Planning (DRP) needs a Program EIR for the Willowbrook Transit Oriented District (TOD) Specific Plan

that is flexible, customized to cover future developments, and include mitigation monitoring programs for a range of future development projects. Thus, The Arroyo Group team will prepare a Program EIR that will reduce the need for future project EIRs and multiple technical reports.

This Program EIR will streamline future projects to tier from this Program EIR and essentially minimize future environmental review for most environmental issues. To accomplish this, our methodology is to encompass and analyze the maximum envelope of impacts so that issues only have to be addressed once. Traffic, air quality and noise are good examples of topics that can be analyzed for a larger, overall project (e.g., specific plan), and as long as future site-specific development projects fall within the assumptions of that analysis, follow-up technical studies would not likely be required. For example, the Program EIR can address all future transit oriented development traffic that could be generated and as long as the assumptions do not change, no further analysis would be required.

Our team's methodology also includes crafting mitigation in the Program EIR to include 'performance standards' required for future development; e.g., if defined standards are met, then impacts would be presumed to be less than significant, and any further analysis would be limited to demonstrating compliance with applicable performance standards. Only if future site-specific projects propose development that would exceed the performance standards set forth in the Willowbrook TOD Specific Plan EIR, a supplemental or subsequent Environmental Impact Report (EIR) could be required. It has been our experience that few, if any, site-specific development projects consistent with an adopted Specific Plan will need more than an Addendum to the original Program EIR. As much as possible, our team would frame the Program EIR to be designed to function as a 'Project level EIR' for portions of the project for which adequate detail is available at the time of preparation of the Program EIR.

By applying this Program EIR approach, the County will have front-loaded the comprehensive technical studies and will be prepared to streamline the implementation process that saves considerable time and costs. Understanding the analysis of the environmental reports, and knowing what technical studies will need to be undertaken, applicants can incorporate mitigation requirements upfront, thus reducing review and approval time.

Finally, our team understands the Willowbrook TOD Specific Plan will be developed from the ideas and vision set forth in the Martin Luther King, Jr. Medical Center Campus Master Plan, Metro's Rosa Parks Station Study, as well as

concurrent initiatives by the Arts Commission, Department of Public Works, Community Development Commission, Department of Parks and Recreation, and Department of Public Health. To the maximum extent possible, ESA will utilize the existing environmental studies that have already been completed within the study area, including the Martin Luther King Medical Center Campus Redevelopment Draft EIR (August 31, 2010).

The scope of work in our agreement (dated January 21, 2014) was based on MLK Medical Campus and Charles Drew University being addressed as cumulative projects, rather than as part of the Willowbrook TOD Specific Plan itself. Addition of the Martin Luther King (MLK) medical campus and Charles Drew University to other new development within the specific plan area would generate as many as approximately 5,020 new p.m. peak hour trips, which would necessitate extensive roadway improvements as mitigation. This represents a substantial increase in Specific Plan area traffic generation, which necessitates nearly doubling the size of the study area (and number of intersections to be analyzed) in the traffic study and EIR. In addition, Caltrans is now requesting analysis of traffic impacts on freeway mainline facilities, which they had not done in the past, and which is not included in the current EIR scope of work.

Under current CEQA guidelines, traffic studies require analysis of roadway levels of service, along with provision of all feasible mitigation (including physical roadway improvements). Such mitigation, in the form of additional turn lanes and roadway widening, would be inconsistent with the desired transit, pedestrian, and bicycle orientation for the Specific Plan area, which the County desires not be included in the proposed project in order to meet the overall TOD project objectives. Thus, the EIR analysis is proposed to be expanded to substantiate why roadway mitigation measures, including those previously determined to be feasible in the EIR for the MLK medical campus are not being proposed in the Willowbrook TOD Specific Plan EIR.

Based on the adoption of SB743 and the upcoming elimination of level of service analysis from CEQA, mitigation measures that would require widening of roadways at the expense of transit orientation, bicycle facilities, or pedestrian facilities would be avoided. However, detailed evaluation of secondary impacts of these mitigation measures is now proposed to be included in the EIR in order to justify the overall impacts of the mitigation measures are inconsistent with the TOD plan. Where widening of roadways to improve level of service would be required, the likely effects of such mitigation would be addressed, leading to determinations

that such physical roadway improvements are infeasible or would lead to other significant impacts.

Pursuant to the State's adoption of SB 743 and upcoming elimination of LOS analysis from CEQA, it is proposed that the Willowbrook TOD Specific Plan EIR provide a transition to the vehicle miles travelled (VMT) analysis that will be included in CEQA Guidelines in the near future. Such analysis of VMT could provide further support for not providing roadway improvements for LOS mitigation where such improvements would impact bicycle/pedestrian facilities or would reduce the overall TOD orientation of the Specific Plan. Adding VMT analysis to the EIR would also facilitate the document's use for future projects within the Specific Plan once new VMT-oriented CEQA guidelines are adopted by the State.

Task 6.1: Prepare an Initial Study, Notice of Preparation (NOP) and Notice of Public Scoping Meeting

At the onset of the CEQA process, ESA will hold one (1) meeting with DRP staff to re-confirm the program EIR scope and confirm roles and responsibilities associated with the CEQA process.

The project description is a key part of the Program EIR, because it is the foundation upon which the environmental analysis rests. ESA will prepare an initial project description that meets CEQA requirements and is based on the preferred development plan in the Willowbrook TOD Specific Plan for DRP staff review at the outset of EIR preparation. The project description will include adequate detail to permit the required analysis.

An Initial Study and Notice of Preparation (NOP) will be prepared that will describe expected issues and analysis to be provided in the Program EIR and the reasons for determining that certain environmental effects, if any, will not be significant. The NOP will indicate that an EIR is in preparation, and request guidance from agencies and the public regarding the scope and content of the information to be included in the EIR. The NOP will include a brief description of the project, and will identify the process for completing the EIR. The NOP will be prepared in the County's standard format, and will include notice of the public scoping meeting to be held during the NOP public review period.

The draft Initial Study/NOP and scoping meeting notice will be submitted to the DRP staff for review. Based on staff comments, ESA will revise the Initial Study/NOP and scoping meeting notice prior to distribution by the DRP staff.

Deliverables

- One (1) editable electronic copy of the Initial Study and Notice of Preparation

Meetings

- One (1) meeting with DRP staff Staff

Task 6.2: Conduct one (1) Public Scoping Meeting

One (1) scoping meeting is planned in the Community of Willowbrook. ESA will prepare agendas/public comment forms, and sign-in sheets, and will conduct the public scoping meeting in compliance with CEQA Public Resources Code Section 21083.9. The scoping meeting will occur prior to the end of the 30-day public review period on the NOP. The purpose of the scoping meeting will be to provide agencies and the public the opportunity to have input into the proposed content of the EIR. The scoping meeting will also provide a preview of any environmental concerns the agencies or public may have. The DRP will distribute the notices for, and reserve the venue for the scoping meeting.

Deliverables

- One (1) editable electronic copy of the scoping agenda, presentation, and scoping meeting notes

Meetings

- Public Scoping Meeting

Task 6.3 – Prepare Screencheck Draft Program EIR and Associated Technical Studies

ESA will prepare a Screencheck version of the Draft Program EIR for DRP staff review that will include the following, but not be limited to:

Table of Contents, providing a list of the contents, tables, and figures.

Executive Summary, summarizing project background, objectives, and project description and alternatives, and include a table listing each significant impact, mitigation measures, and residual impacts (if any). Any known areas of controversy will be noted, as well as issues to be resolved.

Introduction, describing the project background, the project purpose and need, the EIR process, and discuss areas of controversy, proposed actions, and issues to be resolved.

Environmental Setting, summarizing the Willowbrook TOD Specific Plan's local and regional setting (in accordance with CEQA Guidelines Section 15125). The setting will be described based upon the time that the NOP is published.

Project Description, including the project description prepared in Task 6.1, above.

Environmental Impact Analysis, setting forth existing environmental information about the Willowbrook TOD Specific Plan and adjacent lands, utilizing existing resources and previous analyses prepared, whenever possible. Existing conditions sections will be sufficiently detailed to allow a comprehensive impact analysis.

The impact analysis portions of the Program EIR will comply with CEQA Guidelines Section 15126.2 and provide a discussion of criteria for significance determination, direct and indirect and short- and long-term impacts, and levels of significance. Appendix G in the CEQA Guidelines (Title 14, CCR) will be used to determine thresholds of significance, as well as applicable local, regional, state and federal standards. Measures necessary to mitigate significant impacts will be presented for each issue area. Each mitigation measure will be characterized as either (1) proposed as part of the Willowbrook TOD Specific Plan or (2) recommended for implementation. The approach to each issue area will be as follows: potential issues areas will be as follows, but not limited to:

Aesthetics. The impacts including potential loss of views and effects of site lighting on motorists and residents in the surrounding area will be evaluated. Policies provided in the Willowbrook TOD Specific Plan, General Plan and standard County requirements will be evaluated as to its effect of mitigating or avoiding significant effects. Additional mitigation measures for aesthetic, visual and scenic resources will be proposed where necessary to reduce significant effects.

Air Quality. A screening-level air quality analysis will focus on air quality effects, including health risks, and will address cumulative effects. The analysis will discuss the regional and local air quality setting, ambient air monitoring data, and current air quality management efforts and identify any sensitive air pollutant receptors along with major existing sources of air pollutants. Construction and operational air emissions would be estimated using the California Emissions and Estimator Model emissions inventory model developed by the South Coast Air Quality Management District. Mitigation will be proposed where necessary to reduce significant impacts.

Cultural Resources. A records search will be performed to determine the presence of sensitive cultural resources. Literature and site records on file at the South Coast Information Center will be reviewed. Other sources that

will be reviewed include the California Points of Historic Interest, California Historical Landmarks, California Register of Historical Resources, National Register of Historic Places, and California State Historic Resources Inventory. Measures will be recommended to reduce or avoid sensitive archaeological and paleontological resources. No field survey work will be performed. ESA will assist the County with tribal coordination as may be required under SB 18.

Biological Resources. A California Natural Diversity Database search and review of other available planning documents and information will be conducted including the Multiple Habitat Conservation Program, aerial photographs, regional vegetation data, and the U.S. Fish and Wildlife federally designated critical habitat. A list of potentially occurring special status species will be compiled and measures proposed that would avoid, minimize, and/or mitigate for identified significant impacts will be included. No field survey work will be conducted.

Geology/Soils. The Specific Plan will be evaluated for compatibility with identified geological constraints. Policies provided in the Specific Plan, General Plan and standard County requirements will be evaluated as to its effect of mitigating or avoiding significant effects. Additional mitigation measures will be proposed if necessary to reduce significant effects. This analysis will be based on readily available information, and will not entail site-specific analysis of conditions.

Greenhouse Gas Emissions. The analysis of greenhouse gas (GHG) emissions associated with the Specific Plan would be considered on a cumulative basis. Construction and operational GHG emissions will be estimated using the CALEEMod model. Mobile and stationary sources will be reviewed. The analysis will consider the numeric level of emissions generated by the actions items proposed in the Willowbrook TOD Specific Plan to a "business as usual" scenario, to determine compliance with the required reductions in GHG under AB 32.

Hazards and Hazardous Materials. Public health and safety impacts that may result from development of the Specific Plan will be evaluated. Policies provided in the Willowbrook TOD Specific Plan, General Plan and standard County requirements will be evaluated as to its effect of mitigating or avoiding significant effects. Additional mitigation measures will be proposed if necessary to reduce any significant effects. The analysis will be based on readily available information, and will not entail site-specific analysis of conditions.

Hydrology and Water Quality. The Specific Plan will be evaluated for compatibility with current regulatory requirements regarding water quality. Potential sources of non-point stormwater run-off will be identified and mitigation measures provided to reduce potential impacts to receiving waters. Current NPDES requirements will be discussed. ESA will consult with the County and service providers to determine whether the project will have a significant effect on potable water supplies; preparation of a water supply assessment is not part of this scope of work. Policies provided in the Willowbrook TOD Specific Plan, County General Plan, and standard County requirements will be evaluated as to its effect of mitigating or avoiding significant effects. Additional mitigation measures will be proposed if necessary to reduce any significant effects. The analysis will be based on readily available information, and will not entail site-specific analysis of conditions.

Land Use and Planning. The Willowbrook TOD Specific Plan will be evaluated for compatibility with adjacent and surrounding land uses, as well as for consistency with local and regional goals, policies, and regulations. Policies and guidelines provided in the Willowbrook TOD Specific Plan, County General Plan and standard County requirements will be evaluated as to its effect of mitigating or avoiding any potentially significant effects. Other relevant planning documents will be reviewed to assure the proposed Willowbrook TOD Specific Plan is consistent. Additional mitigation measures will be proposed if necessary to reduce any significant effects.

Noise. The Willowbrook TOD Specific Plan will likely accommodate new residential construction that would result in new noise sensitive receptors, and may also include additional noise sources that could affect existing noise-sensitive receptors in the study area. Using the traffic analysis prepared for the Willowbrook TOD Specific Plan, ambient and projected traffic noise levels will be determined. Policies provided in the Willowbrook TOD Specific Plan, County General Plan and standard County requirements will be evaluated as to its effect of mitigating or avoiding significant effects. Based on County noise standards, mitigation measures will be identified. Cumulative noise impacts will be assessed with reference to the change in noise levels at noise-sensitive locations and to noise/land use compatibility guidelines contained in the County's Noise Element and development code. No field noise measurements will be conducted as part of this scope of work.

Population and Housing. Population growth or displacement housing or people necessitating the construction of replacement housing may occur as a result of development

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improvements. Policies provided in the proposed Willowbrook TOD Specific Plan will be evaluated as to its effect of mitigating or avoiding significant effects. Additional mitigation measures will be proposed if needed to reduce significant effects.

Public Services and Facilities. The impact of the proposed Willowbrook TOD Specific Plan on existing schools, fire and police services, emergency medical services, library services, and solid waste disposal will be described and quantified in terms of increased service demand where service agencies can provide impact generation factors to be applied. Affected service agencies will be consulted. Policies provided in the Willowbrook TOD Specific Plan, County General Plan and standard County requirements will be evaluated as to its effect of mitigating or avoiding significant effects. Additional mitigation measures will be proposed if needed to reduce significant effects.

Recreation. If potential impacts of the Specific Plan on parks, open space, and recreation facilities are not screened out in the Initial Study, these impacts will be evaluated in the EIR. Policies provided in the Willowbrook TOD Specific Plan, County General Plan and standard County requirements will be evaluated as to its effect of mitigating or avoiding significant effects. Additional mitigation measures will be proposed if needed to reduce significant effects.

Transportation and Circulation. ~~The Mobility Group will prepare a Traffic Study for inclusion as an appendix in the Willowbrook TOD Specific Plan EIR.~~

~~The study will be conducted according to the County of Los Angeles Traffic Study Guidelines. It will address street intersections, Congestion Management Plan (CMP) analysis for arterials, freeways and transit, and feasible mitigations and infrastructure improvements. For budgeting purposes it has been assumed that approximately 25 intersection locations will be addressed by the study.~~

The scope for the Traffic Study (in the Agreement dated January 21, 2014) has expanded in both scope and complexity due to the following reasons:

- The number of study intersections has almost doubled, which has also increased the size of the study area.
- Including MLK and CDU in the Project Description entails extra work to address transportation characteristics and adjustments for those projects.
- Including MLK in the Project Description entails more work to address physical mitigations (per the MLK

EIR) and then review alternative mitigations, increasing the complexity of the analysis.

- TMG's original submittal was based on freeway analysis being addressed by the CMP analysis. Since the original submittal, Caltrans has become far more demanding so this re-scope includes an estimate of the separate freeway analysis that Caltrans will require which was not included in the original proposal.
- SB743 and its related VMT analysis
- Also, additional out of scope has been conducted by TMG and TAG to address the methodology and scope discussions, and some of the work already conducted for existing conditions a year ago will need updating.

TMG will prepare a Traffic Study for inclusion in the Willowbrook TOD Specific Plan EIR. Per the direction of County staff, the study will be based on the following components defining the "Specific Plan Project":

- MLK Medical Center Project
- CDU Master Plan
- Non-MLK/CDU Specific Plan area (remaining area within the Specific Plan boundary)

The TOD Specific Plan Traffic Study will rely heavily on the information contained in the MLK Medical Center Campus EIR Traffic Study. Per County staff it will be assumed that the Tier 1 development of the MLK Medical Center Project is included in the existing conditions and will be reflected in the existing traffic counts to be conducted for the study. The MLK EIR Traffic Study identified Tier 2 development assumptions totaling 1,814,695 sq. ft. The TOD Specific Plan Traffic Study will be based on development assumptions for MLK (as determined jointly by County Staff and the Consultant Team). TMG will review the trip generation methodology and assumptions in the MLK EIR Traffic Study for the potential to modify the adjustments in the context of the TOD Specific Plan. The review indicates that the MLK EIR already assumed a significant level of transit use however, so this will need to be discussed further with County staff.

The TOD Specific Plan Traffic Study will include Master Plan projections for the CDU Master Plan provided by CDU, and totaling an increase of 825 students from 625 existing to 1,450 total, and an additional 70 dwelling units from 49 existing to 119 total. TMG will develop trip generation and trip distribution estimates for the CDU Master Plan.

The TOD Specific Plan Traffic Study will include land use projections for the remainder of the Specific Plan area

(the "Non-MLK/CDU area" of an additional 1,925 dwelling units and 1,225,666 sf of non-residential area [as determined jointly by County Staff and the Consultant Team].

The study will be conducted according to the County of Los Angeles Traffic Study Guidelines. The study will address street intersections, Congestion Management Plan (CMP) analysis for arterials, freeways and transit, and feasible mitigations and infrastructure improvements. The study will also address potential freeway impacts through analysis of freeway mainline segments and freeway off-ramps located in the vicinity of the Project Site.

The study will analyze traffic conditions at a total of 46 intersections. These locations include the 25 intersections originally anticipated in the Agreement; all of the intersections where significant impacts were identified in the MLK EIR under both the Existing With Project and the Existing With Project With Cumulative Projects scenarios; and an additional five (5) intersections where traffic conditions in the MLK EIR Traffic Study were close to a significant impact.

The Intersection analysis locations are subject to review and approval by the County. It is also noted that if the traffic analysis identifies any unmitigated significant impacts at an intersection located on the edge of the study area, it will be necessary to add intersections to the study area until no further unmitigated significant impacts are identified (per CEQA requirements).

For intersections in the County, the analysis scenarios will be as follows:

- Existing Conditions
- Existing + Ambient Growth
- Existing + Ambient + Project Conditions
- Existing + Ambient + Project + Mitigation Conditions (if necessary)
- Existing + Ambient + Project + Cumulative Conditions
- Existing + Ambient + Project + Cumulative + Mitigation Conditions (if necessary)

The horizon year will be 2035 and ambient growth projections will be estimated from the Los Angeles CMP forecasts for the local area.

For intersections in other jurisdictions (Cities of Los Angeles, Lynwood, Compton), the analysis scenarios will be as follows:

- Existing Conditions
- Existing + Ambient + Cumulative Conditions

- Existing + Ambient + Cumulative + Project Conditions
- Existing + Ambient + Cumulative + Project + Mitigations

The Traffic Study will use the significant impact criteria and thresholds for the relevant jurisdiction of each intersection. All impacts will be identified as impacts for the Specific Plan as a whole (i.e. a single entity).

TMG will explore feasible mitigation measures to address any identified significant traffic impacts. This will initially address any feasible roadway improvements mitigations (re-striping or widening) – consistent with the approach taken in the MLK EIR Traffic Study. It will then address the feasibility of such measures in the context of the TOD Specific Plan and either identify alternate (non-auto oriented) mitigation measures and identify locations where overriding consideration will need to be made in the TOD Specific Plan area - again in the context of the TOS Specific Plan. It is assumed that any assignment of responsibility between the MLK Project, the CDU Master Plan, and the Non-MLK/CDU Area will be based on the relative proportion of added trips from each project. These will be calculated for each mitigated location. We will coordinate mitigation solutions with County staff and with other affected jurisdictions. We have budgeted for one iteration of review on mitigations, and assumed joint meetings with Regional Planning and Traffic & Lighting staff. This proposal excludes any geometric layout and CAD drawings for potential mitigations as the level of work that may be needed is unknown at this time.

Caltrans Analysis

The TOD Specific Plan Traffic Study will also address a total of ten (10) freeway mainline segments and ten (10) freeway off-ramps. The freeway mainline segments will be analyzed using a "volume/capacity" methodology, while the freeway off-ramps will be analyzed using the Highway Capacity Manual (HCM) methodology for the end of ramp intersections. The locations and methodology for the freeway analysis are subject to the review of Caltrans – who may require changes to the scope. The freeway analysis will be documented as a non-CEQA informational study in an Appendix to the Traffic Study Report. We have budgeted for one informational meeting with Caltrans following completion of the analysis.

TMG will prepare a Preliminary Draft Traffic Study Report for review by County staff, a Draft Report for review by other affected cities, and a Final Traffic Study Report.

Assess Vehicle Miles Travelled (VMT)

TMG will also prepare estimates of annual vehicle miles travelled (VMT) for the Proposed Specific Plan Project, broken down by residential and non-residential trip types. VMT will be estimated in a collaborative effort with ESA, TAG and County staff, taking into account existing available trip length parameters from information available from the County, from air quality models, from the Los Angeles County CMP, and from other sources as applicable. The Mobility Group will coordinate the VMT efforts with inputs and sign-offs from TAG, ESA and County staff.

TMG will provide input to a qualitative assessment of likely VMT differences between a highway-oriented mitigation package and a non-highway-oriented mitigation package for the TOD Specific Plan.

This task is designed to support ESA's discussions of VMT in the context of future traffic study methodologies transitioning from intersection level of service analyses to VMT analysis under SB743. However, as SB743 has not yet been passed into law, and the guidelines have not been finalized, it is not possible to accurately predict its final form and requirements. The effort in this task is therefore to provide information on VMT prior to SB743 being finalized. A certain level of effort has been assumed for budgeting purposes related to the defined work effort. If any additional level of effort is needed in response to future developments with respect to SB743, or scope changes requested by the County, then additional scope/budget will be needed to address such efforts.

ESA will collaborate with The Mobility Group to develop estimates of Vehicle Miles Traveled (VMT) for use in the EIR. In order for ESA to analyze air quality and GHG impacts associated with the proposed Willowbrook TOD Specific Plan, ESA will need the annual VMT amount generated by implementation of the Specific Plan with a breakdown of residential and non-residential trip types and their associated primary trip lengths. This collaborative effort will draw on parameters from existing air quality models, information available from the Los Angeles County CMP, and information available from the County. The VMT estimates as well as supporting documentation of input values and assumptions, will be coordinated by The Mobility Group with inputs and sign-off from ESA and County staff.

The findings of this traffic study will be summarized in the EIR. The EIR will also incorporate mitigation measures from the traffic study.

Discussion of VMT with regard to traffic, air quality,

GHG and noise analysis. The traffic, air quality, GHG, and noise analysis of the EIR would be expanded beyond the existing scope of analysis to include a description/discussion of VMT, as appropriate. The EIR will provide a transition from current CEQA traffic guidelines based on maintaining roadway levels of service to upcoming SB743 guidelines emphasizing reductions in vehicle miles travelled (VMT). This will involve a greater degree of analysis of VMT changes than what is currently required and budgeted for the EIR's traffic, air quality, GHG and noise analyses. Include discussion about secondary impacts that would result if measures to expand the automobile carrying capacity (e.g., road widening) were implemented (i.e., impacts to objectives of the TOD Specific Plan (e.g., expanded opportunities for transit, bicycle and pedestrian travel modes instead of the auto mode)). The Mobility Group will provide input to a qualitative evaluation of VMT differences under different mitigation scenarios.

MLK EIR Mitigation Measures. The traffic, air quality, GHG and noise analysis of the Draft EIR would be expanded to include discussion of replacement of the previous mitigation that was adopted for the MLK medical campus EIR with the appropriate mitigation for the Willowbrook TOD Specific Plan EIR. Future development within the campus would thus ultimately be subject only to the mitigation measures contained in the Willowbrook TOD Specific Plan EIR.

Utilities and Service Systems. Potential impacts associated with utilities and service systems (water, sewer, electricity, natural gas, solid waste collection) will be evaluated. Service demands will be quantified, where possible, and the impact on existing utility systems will be described. ESA will consult with utility providers. Policies provided in the Willowbrook TOD Specific Plan, General Plan and standard County requirements will be evaluated as to its effect of mitigating or avoiding significant effects. Additional mitigation measures will be proposed if needed to reduce any significant effects.

Energy Conservation. ESA will summarize the potential energy use of the proposed actions of the Willowbrook TOD Specific Plan, to the extent feasible. This discussion will include potential conservation measures that may reduce inefficient and wasteful consumption of energy.

Alternatives. Project alternatives will be prepared pursuant to CEQA Guidelines Section 15126.6, and will include up to four (4) alternatives: a No Project alternative and three

(3) alternatives aimed at reducing or avoiding significant effects of the proposed project (e.g., traffic or air quality). The EIR will discuss the rationale for selecting the alternatives, explain why any other alternatives were dismissed from further study, and will identify the environmentally superior alternative.

An additional alternative will be evaluated in the Willowbrook TOD Specific Plan EIR that would eliminate significant unavoidable traffic impacts by constructing physical mitigation measures such as those set forth in the previous MLK medical campus EIR. The alternative would be rejected since it would be not achieve the majority of project objectives, nor would it be consistent with SB743. With respect to traffic, this will be based on The Mobility Group's analysis of traffic impacts of the Specific Plan, and evaluation of two alternative mitigation packages – one highway oriented per the MLK EIR and one non-highway oriented per the goals of the TOD Specific Plan. The alternative would be rejected since it would be not achieve the majority of project objectives, nor would it be consistent with SB743.

CEQA Mandated Sections. A discussion of the effects not found to be significant, growth inducing effects, significant irreversible effects, and significant and unavoidable environmental impacts will be prepared. Separate sections will include a discussion of cumulative impacts, a list of preparers and persons and organizations contacted, and a list of references.

Deliverables

- Seven (7) hard copies and one (1) editable electronic copy of the Screencheck Draft EIR and associated technical studies

Task 6.4: Prepare Draft EIR and Attend DRP-led Public Meeting to present Draft EIR

Subsequent to County agencies' satisfaction of the Screencheck Draft Program EIR, ESA will prepare a Draft Program EIR for submittal to the DRP, which incorporates all additions and changes identified by the County agencies during review of the Screencheck Draft Program EIR. ESA will revise the Draft Program EIR to the satisfaction of County staff.

ESA will attend and make presentation(s) as requested by the DRP staff at a DRP-led meeting to present the Draft EIR. ESA will prepare a PowerPoint presentation outlining the CEQA process, nature of a Program EIR, differences between the CEQA and planning review processes, and a summary of EIR analyses and findings.

The DRP staff will prepare the Draft EIR distribution list and notify applicable stakeholders. The DRP staff will prepare the Notice of Completion and Environmental Transmittal Form (as required by the State Clearinghouse) and submit these forms, along with the Draft EIR, to the State Clearinghouse. The DRP staff will publish and distribute the Notice of Availability, and file it with the County Clerk.

Deliverables

- One (1) editable electronic copy of the Draft EIR

Meetings

- Meeting to solicit comments on Draft EIR

Task 6.5: Prepare Response to Comments

Once the mandatory 45-day public circulation period has ended, ESA will meet with DRP staff to review the comment letters received on the Draft Program EIR and discuss direction for responses to comments. ESA will then prepare the responses to comments document, which will be submitted to the DRP staff for review. ESA will then make any required revisions / additions and include the responses to comments in the Final Program EIR (Task 6.7).

Additional time for TMG to respond to comments has been included.

Deliverables

- One (1) editable electronic copy of the Response to Comments

Task 6.6: Prepare Mitigation Monitoring and Reporting Program

A Mitigation Monitoring and Reporting Program (MMRP) will be prepared for the Program EIR. Based on the DRP staff's preference, the MMRP can be a stand-alone document or prepared as part of the Final Program EIR. The MMRP will contain a compilation of mitigation measures presented in the Program EIR. It will include an identification of all mitigation measures, responsible parties, timing or phasing, and enforcement parties. This will be presented in a matrix format. The MMRP will be submitted to the DRP staff for review and comment prior to finalization. The mitigation measures and the MMRP will be fully consistent with County policies and programs, and will meet the requirements of Section 21081.6(a) of the Public Resources Code.

Deliverables

- One (1) editable electronic copy of the MMRP

EXHIBIT A.3-1 APPROACH

Task 6.7: Prepare Final EIR

Revisions to the Draft Program EIR will be made, if necessary, based on public and agency comments and in collaboration with DRP staff. The changes will be identified in a strikeout and underline format in the Final Program EIR. New analysis is not included in the cost estimate for the Final Program EIR. The Final EIR will include all corrections, additions, and clarifications to the Draft Program EIR, responses to comments, and the MMRP. The DRP staff will be responsible for filing the Notice of Determination.

Deliverables

- One (1) editable electronic copy of the Final EIR.

Task 6.8: File Notice of Determination (DRP responsibility)

Following certification of the Final Program EIR and final action on the Willowbrook Transit Oriented District Specific Plan, the DRP staff will file the required Notice of Determination.

Deliverables

- Notice of Determination

Group Project Manager, ESA Principal and/or Project Manager, and TMG Project Principal will attend two public hearings with the Board of Supervisors.

Meetings/Public Hearings

- Two (2) Los Angeles County Board of Supervisors hearings

TASK 7. PUBLIC HEARINGS (DRP responsibility)

County Objective:

Adoption of the General Plan Land Use Policy Amendments and Willowbrook TOD Specific Plan, and certification of the Final EIR.

Task 7.1: Attend Regional Planning Commission Hearings

DRP staff will prepare public hearing notices, staff reports, and other related information, present the Final General Plan Land Use Policy Map Amendments, Final Willowbrook TOD Specific Plan, and Final EIR before the Regional Planning Commission. The Arroyo Group Project Manager, ESA Principal and/or Project Manager, and TMG Project Principal will attend two public hearings with the Regional Planning Commission.

Meetings/Public Hearings

- Two (2) Regional Planning Commission hearings

Task 7.2: Attend Los Angeles County Board of Supervisors Hearings

DRP staff will prepare public hearing notices, staff reports, and other related information; present the Final General Plan Amendments, Final Willowbrook TOD Specific Plan, and Final EIR before the Board of Supervisors. The Arroyo

Exhibit B-1
WILLOWBROOK TOD SPECIFIC PLAN
THE ARROYO GROUP TEAM'S PRICING
SCHEDULE

Notes: 1 Non-labor expenses may include, but are not limited to: travel, mailing and delivery, printing and document reproduction, production/shooting materials, equipment, rentals, meals, etc.